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# SPECIAL CALLED COUNCIL MEETING

## CITY OF LAKE CITY

January 19, 2022 at 10:30 AM

Venue: City Hall

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## AGENDA

### REVISED

This meeting will be held in the City Council Chambers on the second floor of City Hall located at 205 North Marion Avenue, Lake City, FL 32055. Members of the public may also view the meeting live on our YouTube channel. YouTube channel information is located at the end of this agenda.

#### Pledge of Allegiance

#### Invocation

#### Roll Call

***Ladies and Gentlemen; The Lake City Council has opened its public meeting. Since 1968, the City Code has prohibited any person from making personal, impertinent, or slanderous remarks or becoming boisterous while addressing the City Council. Yelling or making audible comments from the audience constitutes boisterous conduct. Such conduct will not be tolerated. There is only one approved manner of addressing the City Council. That is, to be recognized and then speak from the podium.***

#### Approval of Agenda

#### Persons Wishing to Address Council

*Citizens are encouraged to participate in City of Lake City meetings. The City of Lake City encourages civility in public discourse and requests that speakers direct their comments to the Chair. Those attendees wishing to share a document and or comments in writing for inclusion into the public record must email the item to [submissions@lcfla.com](mailto:submissions@lcfla.com) no later than noon on the day of the meeting. Citizens may also provide input to individual council members via office visits, phone calls, letters and e-mail that will become public record.*

#### New Business

- [1.](#) City Manager Candidate Thomas Thomas Second Interview
2. Discussion and Possible Action - Debriefing with Renee Narloch and Associates regarding City Manager Search

## Adjournment

### YouTube Channel Information

Members of the public may also view the meeting live on our YouTube channel at:  
<https://www.youtube.com/c/CityofLakeCity>

**Revision made 1/18/2022: Item #1 updated reference comments for Thomas Thomas**

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**Pursuant to 286.0105, Florida Statutes,** *the City hereby advises the public if a person decides to appeal any decision made by the City with respect to any matter considered at its meetings or hearings, he or she will need a record of the proceedings, and that, for such purpose, he or she may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based.*

**SPECIAL REQUIREMENTS:** *Pursuant to 286.26, Florida Statutes, persons needing special accommodations to participate in these meetings should contact the **City Manager's Office at (386) 719-5768.***

**File Attachments for Item:**

1. City Manager Candidate Thomas Thomas Second Interview



**CITY OF LAKE CITY, FL  
CITY MANAGER**

INTERVIEWS

January 2022

## **GLEN T. ADAMS**

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3723 Avenue S, Santa Fe, TX 77510, Cell (678) 588-3869

gtadams67@gmail.com

### **PROFESSIONAL EXPERIENCE**

- |               |   |
|---------------|---|
| 2020- present | <b>City of Santa Fe, TX</b><br>City Manager                           |
| 2015 - 2020   | <b>White Sands Missile Range, White Sands, NM</b><br>Chief of Staff   |
| 2012 - 2015   | <b>Property Magic, LLC, Peachtree City, GA</b><br>Owner               |
| 2014 - 2015   | <b>Water and Sewage Authority, Peachtree City, GA</b><br>Board Member |

### **EDUCATION**

- |      |  |
|------|--|
| 1989 | Bachelor's, General Studies and Psychology, Washington State University, Pullman, WA |
|------|--|

### **SKILLS & KNOWLEDGE:**

- Strategic planner and visionary
- Expert staff manager and developer
- Public speaking and consensus builder
- Skilled at conflict management/resolution
- Financial manager / programmer
- Analytical and innovative
- Positive leader and mentor
- Role model

### **PROFESSIONAL EXPERIENCE:**

BASF used to advertise; we don't make the products we make the products you use better. I have only been a City Manager for 2 years, but I have had all the duties and responsibilities of a city manager throughout my career. The only difference is I changed jobs every 1-2 years providing a background of leadership and responsibility challenges most city managers couldn't match up to... I will bring the intangible differences you'll see in the entire team as they perform beyond your expectations daily.

**Leadership:** Positive inclusive leadership style.

- Forged strong relationships with all taxing entities within and around the city to work with each other and solve tough issues.
- Pushed my Police Department to become regionally focused and support community policing.
- Inspire community and business involvement in city issues, efforts, and activities.
- Honed the art of breaking complex issues down to understandable and easily executed terms.
- Hands on leadership; I go out and see issues with citizens and/or employees then resolve them together... following up to ensure the issue was resolved and no new issues were created.
- I have led organizations with 9 divisions and over 1400 employees and contractors.
- Use empowerment and positive leadership to mentor, train, and develop subordinate leaders and their staff.
- Live my father's legacy "...it is always cheaper and easier to do it right the first time!" and "Hire hard and lead easy!"

### **Creating Vision, Strategic Planning, and Communications:**

- Pushed the City Council to award a contract for the city's first ever Comprehensive Plan.
- When COVID-19 hit, I created "Santa Fe Live" on Facebook. Talking through issues daily, holding myself accountable to the citizens, and resolving issues we discussed. I published Santa Fe's position on COVID-19 on the 31<sup>st</sup> of March 2020 and stayed consistent in dealing with all COVID-19 issues in the community.
- Drafted, staffed, and facilitated the creation of the City's first ever strategic communications plan; and incorporated it into daily life.
- In 2016, my staff created and published a 30-year vision for White Sands Missile Range.

## Glen T. Adams

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- As the WSMR Chief of Staff I routinely coordinated with local, state, and federal elected officials, and private organizations, synchronizing seemingly disconnected interests into mutually supporting concepts.
- As the Facilities Branch Chief at U.S. Forces Japan, I supported the Army, Navy, Air Force and Marine Corps facilities, real estate actions, Alliance Transformation, and Realignment initiatives supporting 85 installations and 102,000 Service members and their families.
- In 2006, I successfully briefed the FORSCOM Commander and the G-3 of the Army, selling the growth of the Army Engineer Regiment by over 9,000 Engineers. Then, coordinated for and stationed those Engineer organizations around the world.

**Fiscal Management:** I understand the value of the dollar and know how to stretch it; defining real requirements, maximizing partnerships, and mutually supporting efforts. I have always achieved more within budget constraints.

- Developed a constrained budget with a menu of options for the City Council to focus efforts across a shared strategic vision. Ensuring new focus and funds were allocated to emerging issues.
- As the Chief of Staff, oversaw the White Sands Missile Range staff and budget, properly executing over \$240 million annually.
- White Sands Missile Range was unlike many government agencies as it was required to be 45% reimbursable. I constantly re-evaluated the staff to find more affordable structures and leverage reimbursable work within the command, making us cost effective.
- Led U.S. and Japanese working groups managing over \$1 billion in Japanese funded construction annually.

### Managing Human Resources:

- I am a principle-based leader and expect my team to treat everyone with dignity and respect.
- Re-organized the city's administrative staff into a traditional organization with a Finance Department and consolidating Building Inspectors and Code Enforcement under the Community Services Director.
- Respect is found in one's actions, learning about each other without judging, and then solving issues based on the merits of the solutions not on passions or pre-conceived notions.
- Properly managing staff: as the Chief of Staff, we re-organized the command's structure 3 times in 4 years to find efficiency and leverage technology to deliver better results.
- At White Sands Missile Range, we developed strong leadership development, mentoring, resume writing, interviewing, and public speaking programs at WSMR as well; these programs led to a higher internal promotion rate in nationally competitive positions, higher morale and retention, and increased efficiencies across the command.

## EMPLOYMENT HISTORY

### **City Manager, Santa Fe, TX**

February 2020 - Present

**City Population: 15,000 / Annual Budget \$7.3M / City Workforce: 70 FTE**

#### **Relevant Achievements:**

- Routinely meet with Council Members to ensure the city is meeting expectations and incorporate their ideas into the City's future efforts, budget, and communications plan.
- Developing the Police Department's leaders into a more flexible and responsive organization. Won City Council's approval for funding additional patrol officers, vehicles, training, and for the future - integration of Mental Health capabilities.
- Removed Union animosity by integrating them into the annual budget cycle. Negotiating the Police Department's collective bargaining agreement as part of the City's overall plan.
  - The Police Officer's Association found efficiencies with new policies that saved the city tens of thousands of dollars a year.
- Won the 2020 Texas Municipal League Excellence Award for the Public Works Division for the populations under 25,000 for the City's Therapeutic Garden.
- The Chamber of Commerce voted the City of Santa Fe as the "Best Small Business" in 2021.
- Developed a concept, funded the engineering, and coordinated for County matching funds to support permanently fixing flooding for 254 houses and 32 businesses.

*"Glen has the unique qualities needed to be an effective Chief of Staff, compassion, high expectations, and fairness. He runs the organization so I can command it!"*

*- Brigadier General Eric L. Sanchez*

### **Chief of Staff - White Sands Missile Range, NM**

July 2015 – 2020

**Population: 6,000 / Annual Budget \$240M / Workforce: 1,400 FTE**

Primary Responsibilities – Similar to a Deputy City Manager. Principle advisor to the Commander, charged with acting as the Commander when absent. Support the Commander's role by teaming with all Tenant organizations including Army, Navy, Air Force, Government, and Non-Government Organizations across and around the White Sands Missile Range's 2.2-million-acre installation.

#### **Relevant Achievements:**

- Run all operations to allow the commander to command.
- Stood up and developed a brand-new Staff; developing personnel from a mixed background to understand and perform duties within their staff organization.
- Manage the command's Human Capital, including recruiting highly competent personnel, ensuring continuous development through a leadership development and training program, and constantly recognizing the workforce for their excellence.
- Pushed my Plans, Operations, and Systems Engineering staff to lead the production of a 30-year vision (Comprehensive Plan) for White Sands Missile Range, which was published in August of 2016.



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- Extensive public engagement as part of Strategic Communications Plan, speaking and presenting information to the Secretary of the Army and Air Force, Assistant Secretary of the Navy, Congressman, public forums such as local Chamber of Commerce, Leadership New Mexico, Otero, and Las Cruces, and to forums such as Town Hall meetings.
- Manage the security of the Fast Burst Nuclear Reactor.
- Handle all union issues for the command. Developed quarterly meetings to enhance communications and ensure no issues go un-addressed.

### **Owner, Property Magic, LLC, Peachtree City, GA**

2012 – 2015

Acquire, renovate, and manage properties / averaged 18% profit/year. Still own 3 properties.

### **Board Member - Water and Sewage Authority, Peachtree City, GA**

2014 – 2015

Provide safe and affordable water and sewerage for more than 10,000 residential, commercial, and industrial customers. The board re-worked improper bond management and made the organization fiscally compliant.

*“Glen masterfully set the conditions that fostered trust between all services, directly contributing to successful bi-lateral agreements, which improved the operational capabilities and quality of life for U.S. service members in Japan.”*

*- Brigadier General William B. Crowe*

### **Facilities Branch Chief - U.S. Force Japan**

2009 – 2011

Primary Responsibilities: Direct and coordinate support of the U.S. / Japan Treaty of Mutual Cooperation by serving as the primary action officer for the Army, Navy, Air Force and Marine Corps facilities and real estate actions and Alliance Transformation and Realignment initiatives supporting 85 installations and 102,000 Service members and their families. Responsible for facility matters between the Government of Japan, U.S. Armed Forces Installations, the American Embassy, and DoD agencies. Performs critical regional contingency support missions and assists with directing joint operations, bilateral exercises, crisis action and deliberate planning with the Japan Self Defense Force. Political sensitivity required.

### **Relevant Achievements:**

- Negotiated with the Government of Japan to construct 700 new homes, build ammo bunkers, and a new port facility for the U.S. Navy, which consolidated Navy operations, saved the U.S. taxpayer over \$1 billion while improving the quality of life for both countries.
- Led the negotiations with the Government of Japanese on U.S. Marine stationing in Okinawa; engaging at all levels of the Japanese Government; working directly with the U.S. Embassy and all four U.S. Services to hold the first Okinawa alliance working group in over 18 months. This set the stage to re-start an \$8 billion Japanese funded construction program designed to resolve political tension in Okinawa.

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- Subordinate Environmental Branch was recognized by the Office of the Secretary of Defense, Installations and Environment, for excellence in the Pacific.
- Supported U.S. military engineering efforts and emergency operations after Japan's 9.0 earthquake, tsunami, and Fukushima nuclear incident. This included assisting in the development and implementation of consequence management to open all northern ports, clear channels, and provide emergency equipment to Fukushima.

**1985 - 2009;** Enlisted in the U.S. Army Reserves in 1985, earned a Reserve commission in 1988, graduated from Washington State University in 1989, and went on active duty 1990. I served in various leadership and staff positions of increasing responsibility, including two combat deployments, culminating my career with the above position. Below are quotes from mentors and supervisors, reflecting my performance over those years.

***“LTC Glen Adams is among the top 2 of 56 officers I senior rate, a consummate professional and always accomplishes the most challenging missions with superior results.”***

***- Major General John Yingling***

***“Major Adams is an outstanding officer who successfully planned, executed, and assessed every assigned mission on this complex, demanding battlefield. Aggressive, decisive, mission oriented, Glen got the job done, no matter how challenging.***

***- Colonel James E. Brooks Jr.***

***“I give Glen the toughest missions because I can count on Glen to deliver results where others may falter. There are some who believe they can “will” things to happen, Glen is one of the few who can!”***

***- Colonel Edward C. Cardon***

***“Glen built the equivalent of three cities from which over 20,000 V Corps and 3<sup>rd</sup> Infantry Division Soldiers lived, staged, and deployed from. The Deputy Commanding General of the 101<sup>st</sup> Airborne Division personally recognized him for establishing an 8,000 Soldier airfield.***

***- LTC Joseph “JT” Hand***

***“Glen is the single officer under me that has had the greatest impact on our mission, a sentiment echoed by four senior service commanders I rate. He is a skilled leader that takes the “bull by the horns” and gets the difficult missions done.”***

***- Colonel Daniel G. Daily,***

### **OTHER QUALIFICATIONS**

BA General Studies and Psychology, Washington State University, Pullman, WA. 1989  
U.S. Army Basic Engineer School, Ft. Leonard Wood, MO. 1990  
U.S. Army Airborne School, Ft. Benning, GA. 1990  
U.S. Army Ranger School, Ft. Benning, GA. 1990  
U.S. Army Air Assault School, Schofield Barracks, HI, 1991  
U.S. Army Sapper Leader Course, Ft. Leonard Wood, MO. 1991  
Engineer Officer Advanced Course, Ft. Leonard Wood, MO. 1994  
Combined Arms Services Staff School, Ft. Leavenworth, KS. 1997  
U.S. Army Psychological Operations School, Fort Bragg, NC. 1998  
U.S. Army Civil Affairs Course, Fort Bragg, NC. 1998  
U.S. Army Regional Studies Course, Fort Bragg, NC. 1998  
U.S. Army Corps of Engineers, Contracting Officer's Representative Course, Huntsville, AL.  
2000  
Occupational Safety and Health Administration, 80-hour Ground Safety Course, San Antonio,  
TX. 2000  
Command and General Staff College, Ft. Leavenworth, KS. 2002  
U.S. Army Force Management Course, Ft. Belvoir, VA. 2005  
11 credits towards an MBA, Clayton State University, Peachtree City, GA. 2011  
Graduate Leadership New Mexico, 2017  
Actively participated in two TCMA Conferences and the Annual TML Conference in 2021  
Participate in a monthly regional City Manager lunch created to network, share ideas, and  
resolve regional issues.  
Current Board member, Santa Fe Chamber of Commerce

**References are available upon request.**

**Glen T. Adams**  
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Dear Sir or Ma'am,

I am excited about the opportunity to become City Manager for Lake City, Florida. I am a principle-based leader, capable of mentoring / developing teams and leading them through complex issues. I use positive leadership honed by over 30 years of Army and civilian experience, with over 20 years' experience as a senior/executive to take organizations to their next levels. My leadership experience also means, no matter what the situation, I will react in a calm and deliberate fashion.

I was hired by the city of Santa Fe as a "Change Agent" City Manager. I have created a unified effort across all the taxing entities to fund and participate in developing the first ever Comprehensive Plan. That same team developed a solution to a flooding problem spanning 4 decades, we funded the engineering and coordinated for matching funds from the county to fund this \$2.1 million project. We have re-invigorated repaving roads, addressed systemic flooding issues, and adjusted the administrative staff to a into top performing team.

My resume will demonstrate my qualifications and ability to become part of the Lake City leadership team. I simply ask you for the opportunity to interview and let me prove I am part of Lake City's future.

Respectfully,

*Glen T. Adams*  
Glen T. Adams

*It's always cheaper and easier to do it right the first time!*

CITY OF LAKE CITY, FL  
CITY MANAGER  
RATING SHEET

Glen T. Adams

	Fair	Good	Superior	Outstanding
1. Job Preparation - <i>background, technical knowledge and training appropriate for this level of position; demonstrates understanding of local and regional service delivery issues</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Leadership Skills - <i>personal style appropriate for this job; "big picture" viewpoint; collaborative, team-oriented approach; risk-taker; innovative; goal-oriented</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Interpersonal Skills - <i>able to form effective relationships, both inside and outside the organization; persuasive; positive; diplomatic; empathetic; approachable</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Oral Communication and Reasoning Skills - <i>clear and effective communicator; presents well-organized, logical flow of thoughts and information; strong problem-solving skills</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Organizational Fit - <i>management style and approach compatible with the City; flexible; creative; strong customer service, team/community orientation</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Greatest Strengths for this Position:

Areas of Hesitation/Concern:

## THOMAS THOMAS

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1352 West Foster Avenue, #2E, Chicago, IL 60640, Cell (773) 354-2516

Email [thomasedwinthomas@yahoo.com](mailto:thomasedwinthomas@yahoo.com)

### **PROFESSIONAL EXPERIENCE**

2020 - 2021	<b>City of Charlotte</b> , MI (through GovHR USA) Interim City Manager
2018 - 2019	<b>City of Unalaska</b> , Alaska City Manager
2016 - 2018	Substitute Teacher
2011 – 2016	<b>City of Rock Island</b> , IL City Manager
2008 - 2011	<b>City of Macon</b> , GA Chief Administrative Officer
2003 - 2008	<b>Dougherty County</b> , Albany, GA Assistant County Administrator
Prior to 2003	Associate Planner, City of Pinellas Park, FL City Manager, City of Largo, FL City Manager, City of Rockville, MD Budget Analyst, City of Tallahassee, FL

### **EDUCATION**

1992	Master of Public Administration, Georgia College and State University, Milledgeville, GA
1990	B.A., Political Science, Valdosta State University, Valdosta, GA

## **Thomas Thomas**

**1352 West Foster Avenue, Apartment 2E**

**Chicago, Illinois 60640**

**(773) 354-2516**

**thomasedwinthomas@yahoo.com**

### **CAREER SUMMARY**

Twenty-Five (25) years city/county management experience including responsibilities in all phases of government operation and services. Extensive experience in budget development, financial management and controls, community and economic development, land use and development services and organizational development. Demonstrated excellence in consensus building; team-building; and public relations. Excellent presentation skills; 1,000+ presentations to governing boards, civic associations and developers.

### **DIRECTLY RELEVANT PROFESSIONAL EXPERIENCE**

**Interim City Manager (GovHR USA)**, Charlotte, MI

September 2020 – January 2021

Charlotte is a full-service city of 9,100. Reporting to a Mayor and City Council of seven members, oversee Fire, Police, Public Works, Community Development, the Assessor, City Clerk, Finance and Treasury). Its total budget is approximately \$6.3 million.

#### *Duties and Responsibilities*

- ❖ Supervised department directors of Police, Fire, Human Resources, Risk Management, Public Works, Community Development, the Assessor, City Clerk and Finance.

#### *Achievements*

- PK Development of Okemos, MI is proposing to continue the redevelopment of the former Charlotte Junior High School. PK would add 54 new units of affordable family housing to the 17 existing residential rental units. The site plan calls for demolition of some portions of the building, but preserves the historic facade, and adds extensive landscaping and other site amenities. The new residential units would be rented at affordable rates thanks to incentives from the City of Charlotte and the Michigan State Housing Development Authority. We have estimated a \$15M investment.
- Negotiated three-year labor agreements with IAFF. First time firefighters have ever agreed on a labor agreement.

**City Manager**, Unalaska, Alaska

March 2018 – May 2019

City of Unalaska is a remote and expensive community with 4,700 year-round residents. It is also the chief population center of the Aleutian Islands. Sometimes referred to as Dutch Harbor, it is second largest commercial fishing port by volume in the U.S. It is known particularly for its king crab production. The city employs 166+ FTE and has a General Fund budget of \$33M, a Proprietary (a.k.a., Enterprise) Fund of \$35M and a Special Revenue Fund Budget of \$3.4M.

#### *Duties and Responsibilities*

- ❖ Supervised department directors of Police, Fire, Administration (Human Resources, Risk

Management, Housing), Public Works, Public Utilities, Planning, Finance (IT, Purchasing), City Clerk, Ports & Harbors, and Parks, Culture & Recreation (Parks, Library, Community Center).

#### *Achievements*

- Completed Unalaska Marine Center (UMC) Dock Position III and IV Upgrades project valued at \$34M within budget. The project aligned approximately 390 feet of new dock with the current U.S. Coast Guard Dock creating a total length of 730 feet.
- Recognizing the difficulty in retaining employees, negotiated a three-year labor agreement agreeing to a wage increase, new retention bonuses for employees with 8, 10 and 12 years of service, and new education incentives.
- Created a standalone department by separating Fire from Public Safety, eliminating an unnecessary management layer thereby increasing accountability and efficiency.

**City Manager, Rock Island, IL**

October 2011 – September 2016

The City of Rock Island is located on the Mississippi River in northwestern Illinois and has a population of approximately 40,000. It is the county seat for Rock Island County and home to the Rock Island Arsenal, the largest government-owned weapons manufacturing [arsenal](#) in the U.S. employing 6,000 people. The employs 468+ FTEs and has a General Fund of \$38M, an Enterprise Fund budget of \$49M and an Internal Service Fund budget of \$13M.

#### *Duties and Responsibilities*

- ❖ Supervise department directors overseeing Police, Fire, Public Works, Economic & Community Development, Human Resources, Finance, Parks & Recreation, Information Technology, Martin Luther King Jr. Center, Library, and City Clerk.

#### *Achievements*

- Invested \$15M in purchasing a 22.94 acres site at the Watchtower Plaza for retail development. In preparation, we assisted 12 businesses in relocating within the City. By keeping those businesses, we retained approximately 180 full-time positions and are projected that another 20 to 30 positions would be created over the next 12 months. Hill & Valley, the largest employer we retained (140 jobs and projected growth of 20 new positions) and was about to move its operation out of state. A New Market Tax Credit deal was structured to assist them in renovating a new facility to expand their operations and remain in the City.
- Negotiated sale of City owned land for a 10 acres commercial and retail development. Developer invested \$10M on an engineering & insurance company and satellite community college.
- Negotiated sale of City owned land and incentives to site 45,000 square foot Medical Marijuana Cultivation Facility valued at \$10M which created 100 jobs. One of the first in Illinois.



- Revitalized the Human Rights Commission that had been dormant for years. The mission to review complaints regarding discriminatory actions and to mediate disputes that arise from those complaints.
- Provided oversight to developing/implementing the 20-year Comprehensive Land Use Plan and Zoning Ordinance. The Comprehensive Plan includes: 1) an inventory of existing conditions; 2) an assessment of current and future needs; 3) maps depicting current and future conditions; and 4) a community vision.
- Negotiated five-year labor agreements with FOP, FOP Command, IAFF, AFSCME A, AFSCME B and UAW. First time these groups have ever agreed on a five-year labor agreement.
- Implemented Zero Based Budget, which required budget requested be justified in complete detail by each department for an average savings of \$1M a year. There has been no property tax increase in six years.
- Completed a 65,000 square foot Police Facility valued at \$22M within budget to provide a central location for all police operations for the first time.

**Chief Administrative Officer, Macon, GA**

November 2008 – September 2011

Macon is located in central Georgia and has a population of just under 100,000. It is home to diverse cultures, beautiful architecture, an exciting music heritage and thriving arts and educational opportunities. Local industry focuses on manufacturing, aeronautics, medical and tourism. The city of Macon employ's 1,280+FTE, and has a General Fund Budget of \$72M, an Enterprise Fund Budgeted of \$14M, and an Internal Service/Special Revenue/Governmental Funds Budget of \$21M.

#### *Duties and Responsibilities*

- ❖ Reported to an elected mayor supervising the following functions: Police, Fire, Emergency Management Agency, Public Works, Economic & Community Development, Human Resources, Finance, Central Services, Engineering, Airport, MIS, and Parks & Recreation.

#### *Achievements*

- Implemented Public/Private Merger: Noble's Marriott Macon City Center Hotel and the City's Coliseum, Convention Center and Auditorium. Noble invested \$37M and the City of Macon invested \$10M. Negotiated transition of 43 City employees to Noble employees outlining salaries, benefits and retirements.
- Implemented Main Street Program local Main Street program involving a public/private coalition of organizations, agencies, businesses, and individuals from throughout the community.
- Continued partnership with Mercer University implementing the College Hill Corridor Master Plan to revitalize surrounding neighborhoods toward eventually reconnecting to the downtown area.
- Partnered with Macon Water Authority and Bibb County to develop a 20-year Stormwater System Plan. Continuing partnership towards implementing a Stormwater Utility to fund repairs.
- Partnered with Bibb County and Bibb County School System to implement Tax Allocation District (TAD – referred to a TIF in other states) to redevelop of downtown blighted areas. Focus was to make Second Street the center of downtown, connecting it with Little Richard Boulevard.

- Implemented web-based system modeled after Baltimore CITISTAT to record and track work orders both internally and externally. Used as a tool to improve service delivery.
- Right-sized organization by eliminating 100+ FTE and saving \$3M.
- Redesigned employee health insurance plan for a savings of \$5M. The City's Governmental Accounting Standards Board's (GASB) Other Post-Employment Benefits (OPEB) accrued liability was reduced from \$160M to \$80M.
- Implemented Zero Based Budget, which required budget requested be justified in complete detail by each department for a savings of \$3.8M.
- Developed Reserved Policy to maintain an average fund balance in the General Fund greater than three months expenses. Funds can only be used in specified emergencies.

**Assistant County Administrator,** Dougherty County, GA

January 2003 – October 2008

Dougherty County is located in Southwest Georgia along the Flint River and has a population of just under 100,000. Local industry includes the Marine Corp Logistics Base which employs 4,700 professional military, civilian and contract personnel to ensure that ground combat and ground combat support equipment is ready when required by Marine operational forces.

#### *Duties and Responsibilities*

- ❖ Reported to the County Administrator supervising the following functions: Small and Disadvantaged Business Utilization, Finance, Public Works, Emergency Medical Services, Jail, Court Services, Tax & Tag, Solid Waste, Library, Human Resources, Facilities Management, and Police.

#### *Achievements*

- Represented Dougherty County in negotiations with the City of Albany to be in compliance with House Bill 489 Service Delivery Strategy. Some of the services contracted from the City of Albany include: Fire, Recreation, Planning and Development, Code Enforcement, Information Technology and Purchasing.
- Provided professional support to implementation of a 10-year \$210-million downtown master plan creating a new mix of commercial, institutional, and residential activities financed by SPLOST.
- Partnered with City of Albany to implement Tax Allocation District (TAD) regarding the redevelop of downtown blighted areas. Referred to as a TIF in other States.
- Provided oversight to developing/implementing the 20-year Comprehensive Land Use Plan and Zoning Ordinance. The Comprehensive Plan includes: 1) an inventory of existing conditions; 2) an assessment of current and future needs; 3) maps depicting current and future conditions; and 4) a community vision.
- Oversaw all fixed assets (property – buildings and contents, equipment, and automobiles) valued at \$161M.
- Oversaw all insurance plans (self insurance, health plan, property, liability, and workers compensation).
- Provided oversight to the Rural Transit System to provide efficient transportation service for residents living in the unincorporated areas of the County.
- Oversaw inspection, maintenance, and coordination of events at Riverfront Park. Riverfront Park is an 8.83 acre tract passive park in the downtown area along the Flint River which includes a children's playground, festival gardens, and a multipurpose facility used for special events.
- Provided oversight to the pre-disaster mitigation competitive grant program for pre-

disaster mitigation planning and projects primarily addressing natural hazards.

- Completed a 5,205 square foot Animal Shelter valued at \$781,647 within budget to provide animal control to the unincorporated area for the first time.
- Supervised with the Chamber of Commerce in developing an economic diversification plan for the Marine Corp Logistics Base land site.
- Represented Dougherty County on the Convention and Visitors Bureau Committee to promote community awareness and support for tourism and convention efforts.

### **OTHER PROFESSIONAL EXPERIENCE**

Served as an Associate Planner for the City of Pinellas Park, Florida (Population – 46,100) for 19 months, an Assistant to the City Manager of Largo, FL (one year) and of Rockville, MD (two years), a Budget Analyst for the City of Tallahassee, FL for two years, and a Worker Compensation Case Analyst for the Florida Department of Labor and Employment Security. During periods between government jobs, I have also been the co-owner and manager of Audiology by Gott (two years).

#### **Certified Teacher** (When not in City Management)

September 2017 - Present

- Creative and resourceful in adapting instructional strategies to meet unique student needs. Design positive approaches and proactive interventions advancing learner engagement; academic achievement; cognitive development; and social, behavioral and communication improvements.

### **EDUCATION**

Master of Public Administration  
BA in Political Science

Georgia College and State University - 1992  
Valdosta State University - 1990

### **PROFESSIONAL ORGANIZATIONS**

- International City/County Management Association (ICMA)
- Illinois City/County Management Association (ILCMA)
- National Forum for Black Public Administrators (NFBPA)

**Thomas Thomas**

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**1352 West Foster Avenue, Apartment 2E**

**Chicago, Illinois 60640**

**(773) 354-2516**

**[thomasedwinthomas@yahoo.com](mailto:thomasedwinthomas@yahoo.com)**

November 15, 2021

Dear Ms. Narloch,

Enclosed is my resume for the City Manager of Lake City, FL. I have spent 25+ years in public services leadership where I have been involved in nearly every aspect of the industry. Four years of which are with City governments in the State of Florida. My long-term experience in public management and my advanced educational experiences prepare me for this career opportunity.

I have a proven track record of operating in an independent and self-reliant manner. I can be relied upon to develop and implement effective programs and courses of action once a general direction of policy has been established. I believe in management by fact and am passionate in my pursuit of continual improvement and customer satisfaction. If you are seeking a creative, experienced, energetic and committed individual to join your leadership team, I am the candidate who meets your specifications. I am actively pursuing a position with an organization based on common values, shared trust, and commitment to an organizational vision, and I believe this City Manager position will provide this career opportunity. I welcome the opportunity to further discuss my qualifications and look forward to hearing from you.

On a personal note, I am from Florida and understand the political, social and economic issues that exist. This prepares me above any other candidate to move the organization forward.

Sincerely,



Thomas Thomas

CITY OF LAKE CITY, FL  
CITY MANAGER  
RATING SHEET

Thomas Thomas

	Fair	Good	Superior	Outstanding
1. Job Preparation - <i>background, technical knowledge and training appropriate for this level of position; demonstrates understanding of local and regional service delivery issues</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Leadership Skills - <i>personal style appropriate for this job; "big picture" viewpoint; collaborative, team-oriented approach; risk-taker; innovative; goal-oriented</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Interpersonal Skills - <i>able to form effective relationships, both inside and outside the organization; persuasive; positive; diplomatic; empathetic; approachable</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Oral Communication and Reasoning Skills - <i>clear and effective communicator; presents well-organized, logical flow of thoughts and information; strong problem-solving skills</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Organizational Fit - <i>management style and approach compatible with the City; flexible; creative; strong customer service, team/community orientation</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Greatest Strengths for this Position:

Areas of Hesitation/Concern:

**CITY OF LAKE CITY, FL  
CITY MANAGER**

**REFERENCES FOR GLEN ADAMS**

**Reference Name: How long and in what capacity have you known Mr. Adams?**

**Phillip Meadows, Police Chief, City of Santa Fe, Texas**

Glen was my City Manager. I reported directly to him as Police Chief. I knew him for almost two years.

**Stacey Baker, Community Services Director, City of Santa Fe, Texas**

I have known Glen for about two years. He was the City Manager, my boss, and my mentor.

**Mayor Jason Tabor, City of Santa Fe, Texas**

I have known since he was hired with the city, about two years now.

**Billy Creppon, Street Superintendent, City of Santa Fe, Texas**

He was here for 18 months as the City Manager. I am the department head over the Street Department, and I reported to him.

**How would you characterize Mr. Adam's management style?**

Once you learn his style, you understand that he is direct. If I went to Glen and said "hey, can you check on this?" at 9:00 AM, by noon I already had a full email draft of what the outcome was and what happened. He was very on point when I asked him to do something. He is very fast.

He is a great leader. He has wonderful communication skills with the employees. He really got out there into the community and met with the public. If there were issues, he would go out there and look at them himself. He rarely sent people out for him. I commend him on the public relations that he did with everyone, including the employees and citizens.

I think his management style was a bit charismatic. He had an upbeat personality. He was direct in what he wanted to have done. He involved everybody, and he believed in the team aspect of things. He was open to input. I liked the regimen and the openness of his style. There is a lot of camaraderie in his leadership style. He liked to have everybody at the table and have everybody give input. He wants suggestions on how to make the plan go better.

He has a good one. He gets along with everybody, and he is super smart. He is a bit rambunctious at times, but he is ready to go. Whenever you turn him loose, you better be ready because he will get it done. He is an excellent mentor. He works with everyone. I don't think he has a mean bone in his body. He likes to communicate with everybody and get everybody onboard. He really supported me a lot. He was not scared to get out and look at the jobs. We had a real good relationship. He has a mentorship program that all of the department heads went through.

**How are his interpersonal skills?**

His communication skills are very good. He is very direct, and he talks directly to you about what needs to be done, and how to approach getting it done. He is very polite and direct.

He is a great communicator with employees and citizens. He was out there for the citizens. He listened to every employee, whatever the matter was. He really connected with people. He is a very personable type of person. I really appreciated the way that he treated all of the staff.

Very well. I think he communicated effectively. He was a friendly person.

You can't beat his skills; they are excellent. I don't think he knows a stranger, and he will talk to anybody. He is so smart, and he never makes anyone feel inferior or dumb. He takes it in so easy and so quick, and he picks up on everything.

**He is being considered for a City Manager. What can you tell me about his experience and knowledge as it relates to this type of position?**

He was not a City Manager before Santa Fe. But he came in right when COVID started, and he took a direct approach. We were right in the middle of a boom in our city, and he helped coordinate a lot. He streamlined our Police Department. We had become a training ground for our Police Department and our Streets Department, and we completely changed that. He and I worked together a lot with the Police Department, and now we have the #1 Police Department in the county, versus being the training ground. We also went to negotiations to sign a contract with our attorneys, which was a first in our history. He was making jobs and getting stuff done on the state level—stuff that could get done in last 35 years, he was able to accomplish in six months. The city is amazing now.

I know that before Santa Fe, he came from the White Sands Missile Range, and he did not have that much experience in a city manager role, but as he worked with us, he gained a lot of knowledge. He was able to make a lot of much needed changes. He turned us around really. He was hired to be a change agent, which he did. He did what he was hired to do.

If the city council will notice the person that they have in front of them, with his leadership ability, the knowledge that he brings with him from the military, his engineering background with the military, I think that city can go places. They can get projects completed. They can get infrastructure better than what it is. He is a visionary. I don't think my city council realized the caliber of person that he is. They didn't see the intellectual level that he operates at. If a council can see that and give him clear direction, any city who hires him will be in a better place.

He did not have any city manager experience before he came here, and he learned a lot here. Our city is so small, and we did not have the money to grow. They hired him for a comprehensive plan, and then they got him in here and then they told him they didn't have the money to do the comprehensive plan. He is intelligent. I think if we would've kept him, he would have moved our city along so well.

**How does he relate with his direct supervisor and elected officials?**

We worked very well together. I thought he was amazing. He was a great leader and a great mentor as well. We could bounce ideas off each other. I could ask him questions on the way to council, and he would catch me up on things. He worked well with council. I wish we still had him. He was amazing, and I valued his experience. He didn't have all the experience as a City Manager until he

came to Santa Fe, but he had the leadership abilities and with his experience being with White Sands Missile Range, he did an amazing job here. We are probably half the size of their staff.

Great. Our mayor was always in his office talking with Glen. Glen always spoke well with council. He was very upfront with people anytime there were issues. He never hid anything. He was very out in the open and transparent. He wanted everybody to know everything. He had nothing to hide.

He related well with them. He asked them for direction. He went to them and asked them what they wanted him to do, and what they expected from him. Unfortunately, there was some change on the Council and they changed direction too many times.

He got along with everybody. He talked with the Tax Assessor, County Commissioners, School Board, Chamber, and he got along with everybody. All of the committees, groups, etc., he got along with them all. He would meet with the public. He clashed with the City Council a bit near the end of his tenure here because they changed directions. When he was ready to move forward, and they were not.

### **How does he relate with other Department Heads and peers?**

All his department heads gave me amazing letters of recommendation for him. They all loved him and gave him nothing but praise. They enjoyed his leadership style. Our librarian retired, and he was able to get us an amazing new librarian. He interviewed someone for the librarian position and told me “Mayor, I interviewed someone for the library, and I know she is the right one, but she gave me a bad interview. I need to reinterview her one more time. I know she is the right fit.” I told him, “I trust your gut,” and he reinterviewed her, and she has been amazing. She has taken our library to another level. He saw what was in her, and knew she was the right person for the city. Because he gave her a second chance, she has done great things for us. He can read people so well, which was very valuable to us.

He was very upfront with us. Anytime there was an issue, he would bring it to us right away. He expected us to address issues, which we did, because of his leadership. He was not a micromanager type of person. He would let us run our departments. I commend him on the relationships that he built with all the employees. All the employees in City Hall did not want him to leave. We wrote letters of support for him.

He related really well with every one of us. Every Monday morning, we had a staff meeting, and it was a very personable meeting. We would go through the business, and then we would have a good time conversation. He just has a very good personality. He is very charismatic. He is good at talking with people. The majority of us in the City believed in him and saw his vision, and we appreciated working with him. He was somebody that you could really sit down and relate to.

He got along great with the department heads. We loved him.

### **How does he relate with the public and the media?**

He was amazing with the public. The people in the community loved him. He did weekly updates on social media, doing a live Q&A with the community. He is very personable. People really liked him since he took part and ownership in the community. If you look at the City’s Facebook page, you can



see how well he communicated with the community. The public liked having a direct approach with him, where they could talk with him live. He would answer their questions in real time, and they respected it and loved it.

Whenever the media would address things with him, he was very straightforward with them. Same with the public. He was always out in the public, and when they saw him, they would invite him to talk with them. He would meet with them and take their calls. He took their phone calls and, if there was a problem, he would head it off at the pass. He was very willing to talk with every citizen that came in. He was very out there with people, and he built their trust. He built relationships with the citizens. In the short time he was here, everyone seemed to know who he was. He started this Facebook outreach, where every Tuesday he would be online and take citizen's comments or concerns. He would give all updates on the City. He came up with that idea, and he was always very open to address anything from the community.

He was always real personable with people. A handshake and smile. He got along with everybody. He was accepted very well in the community. Some cliques appreciated him, but some cliques not so much. I think on a daily basis, he would get a lot of positive feedback. Then sometimes there were a few that would try to work against him. But I don't see that to be from him.

Great. He did a Facebook live every week with the public. He did interviews with the media when something was going down. He talked with all of the local reporters.

### **What would you say are Mr. Adams significant accomplishments?**

The oldest subdivision in our community was built in the 70's, and there was a big flooding issue that affected them. Almost every house was flooded with Hurricane Harvey. They had marked an area that was our biggest concern for flooding, and I asked Glen for a solution. He went and had engineer plans on the table for a \$2.1 million project, and the county gave us \$1.1 million towards it. He went and found funding for this. It is already paid for with our current budget and the county's help, and it'll be done this year. It will take 95% of homes and 35% of businesses out of the 100-year flood zone, which is a huge accomplishment. He had me a solution in six months. It is not costing our taxpayers anything, and we are solving a much-needed problem. That was a huge win. Another project was next to our railroad. It is an impossible in Texas to get work done next to a railroad. We had some more flooding issues. For 35 years, they would not allow anyone to get into their easement because of underground gas lines and such. There was a ditch along the railroad, but over time it has filled up and had trees growing there. He was able to get a mile stretch of ditch cleared out. He went through all of the red tape with the railroad commission. For the first time in the history of Santa Fe, we were able to clear out a section along the railroad which caused our businesses to flood from even a simple rain. No one in our county has ever accomplished that, and he pulled it off. He likes a challenge. If you say, "Hey, I need this fixed," he will find you a solution. It might cost money, but he will at least look outside the box.

What stood out most to me was the number of small projects that he took care of. Projects that had been lingering out there for a while, and he pushed them forward when we couldn't get them approved before. He got some revitalizations done to a few parks. He was able to push some of the smaller projects through that were much needed. He built a lot of relationships with other departments. We do not have our own water and sewer department; that is through the county. He was able to build relationships with them to get cooperation with them and help us do some of these small projects.

One of the accomplishments was at the police department. We have an officer's association where the officers work under a collective bargaining agreement, and we had a 3-year contract that expired. This was a negotiation year. Glen and I talked about it, and we thought it would be a good idea to bring the association into our budget workshops and get the collective bargaining agreement in an annual agreement that went along with budget and budget workshops and to have input from the officers. Doing that in our past budget made things go along great with the guys. It was the first year that we were able to sit down without the city's and association's attorneys pouring over paperwork. We were able to do it without that. We were able to establish new corporal positions within the department and got the City's Marshal's Office out from a standalone agency and back into the Police Department. I know that there were a lot of drainage projects that got done with the Streets Department, and several of the projects I saw were infrastructure improvements. Clearing of areas that caused flooding and getting new homes and apartments built on higher ground to prevent it were some of the accomplishments.

If they would've left him here, we would have a whole bunch of completed projects. We took care of some major drainage concerns. During the ice storm, he and I were out at 2:00 AM putting up stop signs. The next day we were out and about passing out water, and his wife was with him too. He resolved a lot of legal matters. It seemed like he just took care of everything on the business end. He would talk with County Commissioners about money that they had leftover from a particular job, and he would talk them out of it to help fund a project we needed to get done. He did a lot for us.

**Please tell me about anything that Mr. Adams could improve upon. Are there any areas where he might not have a strong skill set or might not have had as much exposure to? What are his weaknesses?**

At first, he did not understand the slower pace of local government, but he learned that while he was here.

Not really. Maybe he could try to give out a few of the jobs that he is trying to do himself. He likes to take a lot on. He is constantly busy.

He did not have a lot of exposure to being a City Manager, but he did a great job doing it. He is a quick learner. Watching him educate himself and put himself in groups of other city manager in the county, I saw that he has the willingness and the wanting to learn the position. From the beginning to the end here, he learned a lot about it.

No. The longer he was here, the more he developed. When he came here, he was never a City Manager before, which was surprising based on how well he handled himself and the job. He did good and handled himself well. When he was at White Sands, he was over thousands of people. He has been around the block a lot, and he knows how to handle it.

**We will be conducting a very thorough search of newspaper articles as well as a Google search on Mr. Adams. To your knowledge is there anything out there whether true or not that warrants an explanation? Anything that would embarrass our client?**

The only thing that he may be criticized for, we were talking about doing fireworks show for the city, but it was cancelled due to COVID. There were concerns about doing firework here because of the PTSD from the school shooting.

I am not sure. I know there were some articles when he left that said we weren't given a clear reason by council.

I don't know of anything.

No, not that I know of.

**What can you tell me regarding his departure from Santa Fe?**

It was a mutual separation. He is truly missed in Santa Fe.

I am sad to see him go. I was one of the directors that gave him a letter of support, stating that we wanted him to stay here. We never had the leadership that we did with him. He was a good leader, and we never had the support of the staff like he gave to us. I don't know the entire story that happened behind the scenes.

Glen was getting the run around a bit. He tried and tried several times to make a difference. He tried to change the direction and go with the flow of the new council. He went to council and asked them what they wanted, approached them with new ideas, he approached them with existing ideas and new approaches, and he just ended up meeting resistance at every end.

He wanted to move forward with the City, and they didn't want to, so he said "you hired me to take the City forward, and now you don't want to do that." That was when it became apparent he wasn't going to stay.

**This may be conjecture on your part, but why do you think he's looking to make a career change?**

He wants the opportunity to lead a community. I wish he was still here.

I really don't want him to go, but he is great at what he does.

I think he has a passion for improvement. From understanding his relationships, his role in the army, and his overseas projects, he has developed a passion for building. He wants to make things better.

He is a man that has to stay busy. He likes to go and get things done. He came into Santa Fe wanting to make the city better, and he will tell you that. We needed those ideas, and they just couldn't support it. It is our loss. He has a good vision of what needs to be done to take a city to the next level. I hope you hire him, because you will have a real good hand there. He will do you a lot of good.

**CITY OF LAKE CITY, FL  
CITY MANAGER**

**REFERENCES FOR THOMAS THOMAS**

**Reference Name: How long and in what capacity have you known Thomas Thomas?**

**Matt Pappas, Attorney, City of Rock Island, IL**

I knew him as the attorney for the City of Rock Island.

**Robert Reichert, Mayor, Macon-Bibb County Government, GA**

I hired him when I was elected Mayor of Macon in 2008. I hired him to be the Chief Administrative Officer in my office. He served in that capacity until 2011. He left us to take a position in Illinois because his daughter had gone to school up there.

**Bryan Myrkle, Community Development Director, City of Charlotte, MI**

He came here as an interim. The last manager left unexpectedly. Thomas was living in Chicago at the time, so it was convenient for him to serve as an interim.

**Dennis Pauley, Mayor (Former), City of Rock Island, IL**

I was the Mayor of Rock Island during the entire time he was the City Manager.

**Frank Kelty, Mayor (Former), City of Unalaska, AK**

He was the Unalaska City Manager a few years ago, and I was the mayor there.

**Decker Plohen, City Administrator, City of Bettendorf, IA**

I met him when he came to the Quad-cities. We were both City Administrators here in this area.

**How would you characterize Mr. Thomas' management style?**

He was very open in listening to everyone, taking time, not reacting to things, or making snap judgments. He brought a great deal of perspective to the job, from as far south as Georgia all the way to Alaska. We are a rural mid-Michigan community, not cosmopolitan, so he wasn't limited to towns similar to us. His varied background gave us some great perspectives. He didn't have blinders on because he's been around and seen and done a lot.

I reported directly to him. There were challenging things when he came in. Some things going on were from the last manager getting upset about things between the Fire Department and other departments, and the former manager didn't want to manage the situation. So he left it to Mr. Thomas to try and solve. It was a very difficult situation. Fire has political weight they throw around. He wasn't intimidated or emotional about it. It was a difficult time. Also, it was around the time of COVID lockdowns, so there was some added tension that wouldn't otherwise be going on. It was a relatively difficult situation. The issue never really got resolved, but, with Thomas' guidance, the Council did make some headway and spun the Fire Department off to a special assessment unit. What Thomas did was very important to this community. He outlined the problem in ways that enabled the Council, Fire Department, and the community to see it clearly. He said it will not go away, so don't brush it under the rug, and we can't cut other departments' funding to keep Fire going. He

showed the community and the Council that it was a serious problem. It's not made up. He got us pointed that way. Once they realized it was going to be a significant change, he ripped the band aid off. He opened the door.

I liked working for him. He has a good personality, kind of funny, easy to talk to, has an open-door policy, and can talk about whatever is needed. He took you seriously and didn't get caught up in office politics either. One thing is that Mr. Thomas is African American, and we are the most "white" city in Michigan. That could have gone in any direction because we never had a black employee let alone a manager. It was never an issue with him being here.

He was a good manager. He was not overly aggressive or too demanding on the people. The mayor is a ceremonial position, so I was not at City Hall all the time. We worked together well. The City Manager was the only employee for the Mayor and City Council. Our working relationship was very good. He was very attentive to the directives that Council gave to him. His management style was very good. He would hire people and let them do their job and just get involved if he had to.

He expects a lot from people, and he wants them to produce. He was thorough and well documented. Thomas preferred to have email/text conversations with people, so that he would have a record of who said what. Not for a he said she said, but to be thorough. He would message department heads for reports and updates. He also implemented an evaluation process because we did not have a good one. It included everyone from the top, all the way down. If you were charged with the responsibility of overseeing or managing people, then you were also supposed to give a report on a periodic basis of how things were moving along.

I did not work for him directly. I worked with him and around him on many things. I thought he was pretty inclusive. He was very collaborative. As City Administrators in a region where we have five or six major cities and two county governments, his city was a major player. He had to meet with all of the administrators. We had some joint projects where I thought he was collaborative and amiable with his colleagues.

### **How are his interpersonal skills?**

I thought his communication skills were good. He was quick to get people together rather than being a middleman. He believed in getting everyone in the same room—he got us together and cut to the chase rather than endlessly analyzing things. He was discreet and diplomatic—not pushy. Normally you would expect a city manager to go to rotary and such, but he did not get the opportunity to do that too much here because of COVID. He was an interim, so we didn't have a lot of time to get to know him better.

His skills of working with the Mayor and Council were very good. His Directors and staff were a little diverse and different. He had a couple of Directors who particularly like his management style, but most of the Directors supported him and really liked working for him. He was in a sticky situation because he got the job over the acting City Manager that was now still an employee under him. Some of the Directors were loyal to her, and it created some challenges.

I found him very easy to get along with. You could talk to him; he is very approachable. He wouldn't just give you the answers you were looking for but he would be very responsive. He would give you the answer, whether you wanted to hear it or not. He would give it to you.

They are good for his position as a City Manager.

They are ok. He does like to document things, which is fine. But sometimes you just want to sit down and chat on an informal basis.

I got along with him just great, and I liked him. At the time, I noticed him spending a lot of time on his phone, messaging, just keeping an eye on a lot of stuff. I found him to be very social and approachable. I had a good relationship with Thomas.

**He is being considered for a City Manager. What can you tell me about his experience and knowledge as it relates to this type of position?**

It seemed that he had a lot of experience and specific experience that could be applied from where he had been before. Even not having worked in Michigan a lot, he understood legal obligations and policies and procedures.

He would do well. He is very knowledgeable. He has been in the city administrator business for a long time, and he had good references when we hired him. We are in the middle of the Bering Sea, in a very, very remote location. It is a different environment for anyone coming from the lower 48. I don't know how his family adjusted to the community, but I know that he would do fine for you.

He was the City Manager of Rock Island, and in that capacity, he had to oversee all the departments and handle the budget. I think he would be very qualified for this position.

He was given a long leash to do whatever he wanted to do in the city, and he did a good job.

He was always very thorough, and he was very conscientious of managing money properly. We were hard pressed for money in 2008, and he was a good money manager. He was conscientious of costs, revenues, expenses, etc.; he was very good at that.

He ran an organization of several hundred people, and they were bigger than we were. He followed a pretty strong and wonderful City Manager there. Because of that, he struggled a little bit in that the organization wasn't always his, if I can use that phrase. But, by the same token, he understood the role and understood what his marching orders were. To his detriment, when he left there, it was because he was following the will of the Mayor and the majority of the Council at the time. They wanted him to get an area of town demolished and then get a Wal-Mart in there. He did that, but they ended up not getting the Wal-Mart. The Mayor blamed him for the financial non-performance by Wal-Mart. I don't know who negotiated the contract with Wal-Mart, but the Mayor had always touted that they were coming. I don't know that Thomas ever felt secure that they were coming, but he was following the Mayor's lead to make it happen. He stood up in the Mayor's defense and took the heat when things didn't work out. That's when the pressure was on him to leave. I never thought that Thomas was the sole responsible party in how things went. He was doing the Mayor's bidding and the Council's bidding in this situation, which is what you are supposed to do in this role, but it cost him. He understands exactly what a City Manager's role is and the challenges that come with the position. He has been through it, learned from it, and is probably better off in some ways for it. He knows what this job takes and is a good manager.

**How does he relate with his direct supervisor and elected officials?**

That is a little more of a mystery to me. We weren't having in-person meetings at the time he was here because of COVID. I saw him interact with staff more than Council. It was a temporary thing, so he often asked Department Heads to present. He was content to let Department Heads speak for themselves and represent their Departments. Managers are different in that regard. I liked that he gave us a free hand. I never heard anything that would give me pause about him.

He relates very well. He was very attentive to the directives that we gave him. He worked on them to the best of his abilities under difficult circumstances. I had a great relationship with him.

We talked almost every day about the projects that were coming up. He would update the Council on whatever was coming up, and if he didn't have all of the information they wanted, he would get it for them. He kept us very well informed.

I think there was some strain sometimes because he handled things professionally. Frankly, some of the elected weren't used to and didn't like that.

No concerns there at all. We got along well.

He did good. He related to my elected officials very well. Here, we have a mayors' and administrators' meeting once a month, so he was with the other mayors and managers quite a bit. They all had good feelings about him, and they felt comfortable with him and respected by him.

**How does he relate with other Department Heads and peers?**

He did fine. He organized meetings and moderated some frank discussions on some significant issues at the time. We had a lot of people quit or retire during COVID. We had people trying to pick up the slack for other people and some issues that pitted some Departments against others. He didn't get caught up in that. I would give him the highest praise in this area.

Most of them had a great working relationship with him. Some of them were not on board because they supported the former acting manager.

I did not see a problem with any of that anywhere. We had constant meetings with other areas, since we are part of the quad cities, and he often met with other city administrators and managers.

I think he did well, but he had a lot of high expectations of people.

He was very good at documenting performance, performance reviews, and staff reports. He was very thorough with that. Sometimes, that would chaff some department heads to be required to submit these written reports, but he always felt that the reports needed to be kept. He did not think it was appropriate at all to socialize with anyone that he supervised. So, he never developed close interpersonal relationships with them. He kept it professional.

I never saw him with his team.

**How does he relate with the public and the media?**

I did not see him have any interaction with the media. We have non-controversial media types here.

He did well. He got out in the community, went to school events, Lions Club meetings, and attended community events.

He was very approachable, and the public would approach him whenever he was out and about. The media was very active, and they were contacting us constantly whenever there was something out there.

He was hands-off primarily due to COVID.

He didn't think it was his place to make public appearances. He did not want to go out and make speeches or talks because our mayor liked doing that, and his job as the CAO was the nuts and bolts, performance, budget, time schedules, etc. So, he did not make a lot of presentations to groups, but I have no concerns that he could do that.

He was guarded with the media. Not that he didn't do interviews, but he didn't do a lot of them. Thomas did all of the bad news, and he stood before them when he had to. He is more of a quiet type of person.

**What would you say are Mr. Thomas' significant accomplishments?**

We got approval for a redevelopment of a historic building downtown. It was dangerously dilapidated and was going to be condemned. We got a deal together to get a developer to look at it. I thought it was going to be tough to get lower-income housing in there. He convinced the city council to get that moved along. We did approve the local tax abatement, and then some incentives from the state didn't come through. His outside perspective is valuable. I've worked here a long time. It's good when someone has that experience. I do economic development here, so that was something I was involved in with him. Also, the fact he kept the ship afloat while things were going on.

He was not here that long. A lot of the projects were ongoing when he got here. The port facility was a big project that was finished under his watch, and that was a \$50 million expansion to the City's Port facility for container ships. That was a big project that he came through very well. We have been planning on an \$80 million road project that still hasn't moved forward, but he helped get the word out about it to D.C. He was also involved in separating the Fire Department from the Police Department. Previously the Police oversaw Fire, and it led to some problems. Those were some of the big things he worked on--the separation of those. Now Fire is not having to answer to the Police all of the time. It has turned out to be a great thing.

He had a tough road to handle at first. He came after a city manager that had been there for 22 years. He did a very good job of overcoming that challenge. He did an exceptional job with our budget, seeing that we were a little oversized and cutting it back. He helped Departments do with what they had instead of adding more. We didn't have to raise taxes for six years because of the way he managed the budget.

His accomplishments were to get a disenfranchised Board back to feeling like they had control and able to effectively move forward.



He got us through a very difficult period financially. I became the Mayor in 2007 just before the fall of the economy. We had to do lay-offs six to nine months into my first year as Mayor. We also had a tornado come through that first year. But he helped us get through those times. He is thorough, and he helped us stay in our budget.

He was able to hire his own team, so he understands the need of a good hiring process. He brought a number of people on that were very capable, and some are still there. He understood economic development, but they didn't get much of that. They were a pretty depressed city with a lot of challenges, along with the challenges of the State of Illinois. His forte was economic development and human resources, but he managed the city council meetings, agendas, and those sorts of things. I never saw anything that would lead me to believe that he didn't know what he was doing. He knew exactly what he was doing.

**Please tell me about anything that Mr. Thomas could improve upon. Are there any areas where he might not have a strong skill set or might not have had as much exposure to? What are his weaknesses?**

I don't have any criticisms or anything like that.

If anything, just be a little bit visible and more available for the public if that's what the City wants.

Not that I can think of.

Maybe making presentations publicly and handling press because that was the role of the Mayor.

In the area of interpersonal skills, that was just a choice he made to document and request reports a lot. I guess if he softened up in that area, that might pay big dividends for him.

The one thing from earlier, he would spend a good amount of time on his phone in meetings, doing emails and texts to staff. It wasn't always received well. Sometimes he seemed distracted.

**We will be conducting a very thorough search of newspaper articles as well as a Google search on Mr. Thomas. To your knowledge is there anything out there whether true or not that warrants an explanation? Anything that would embarrass our client?**

I'm not aware of any skeletons in the closet at all.

The only thing that people had an issue with was Walmart pulling out of a contract with us. It had nothing to do with him though.

I do not know.

No, not really.

Not that I can think of.

The economic development deal, and he will tell you that. I believe it was more oriented towards the Mayor, and Thomas was doing the best he could to keep the peace. That should be the only thing that I am aware of in the Quad-cities.

**This may be conjecture on your part, but why do you think he's looking to make a career change?**

In the end here, he threw his hat in the ring here, but by then, he had told enough people that he wasn't going to do it because he was far away from family and wanted to go back south, etc. They settled on a favorite by the time he expressed interest. I think they made a good decision. He left under good terms, and there are no negatives from what I've heard.

He resigned. There were conflicts with a couple of his Directors, because they wanted the internal to get the job and now she reported to Thomas and they were not happy about it. But he had a good relationship with the majority of them. However, there were just those few that were buddy-buddy with the individual that did not get the job.

I know he has moved from time to time, by his choice for better positions and bigger communities. So, nothing beyond that.

I really don't know. I think he's in the market and looking for his next stop.

No, I really don't know. I think he likes the profession and is good at it.

I know he has been trying to get back near Georgia, and I hope this gets him close enough.